

Red Hat Community Strategy

and

FY09 Tactics

16 April 2008

Community Architecture Team

WHAT THIS ISN'T:

An organizational power play
or headcount acquisition strategy.

WHAT THIS IS:

An explicit expression of the “community first” strategy
that has made Fedora successful
and a strategy to create a culture
where managers think **community first**.

The Thesis

If we do not invest in the ability
to harness the **ideas** of the community,
then we incur all of the costs of proprietary software
without gaining the primary benefit of free software.

ideas

“I wish I could download
my own custom version
of Fedora from a website.”

“I wish I could
use all of these
old computers
in our school's
classrooms.”

“I wish I could carry
my entire computer
with me on a single
USB key.”

ideas

“I wish I had the
power to fix
this simple bug
in Thunderbird.”

“I wish someone
would fix the bug
I filed six months ago.”

“I wish they'd teach
how open source
works at my
university.”

“I wish I could just
run this one command
on every system in
the company and get
the results in a simple list.”

Our Core Strategy

blah blah blah
community of development and use
blah blah blah

[**How is this actionable?**]

The community has a million ideas.

**Which ones should we invest in...
and how?**

I. How do we decide where to invest?

The Key Questions

for community investment

1. Does this project have a chance to **transform** Red Hat's business?
2. Is this investment **low cost / high value**?
3. Do people **outside** of RH care **passionately** about this idea?
4. Are there clear ways to invest in **community capacity**?
5. Is there a **simple plan** to get started, with **aggressive goals**?

1. Does this project have a **chance** to **transform** Red Hat's business?

Top line: new products, new markets

Revisor could lead to the custom appliance market

K12 Linux could revolutionize 1-to-1 computing in schools

Bottom line: *dramatically* improving current products and processes

Fedora infrastructure: million\$ in bandwidth savings

Fedora packaging: million\$ in volunteer engineering time

Fedora translations: million\$ in translation services

2. Is this investment **low cost / high value**?

Example: Fedora packaging

1500 packages maintained by 200 RH engineers
3200 packages maintained by 300 community engineers
600 packages with shared maintenance

Project requirements:

A public build system
Technical leadership from within the company

Cost:

A few salaries we were paying anyway
Hardware, much of which has been donated
A big bar tab for the guys who show up at FUDCon

Return:

**40% the cost to Red Hat compared to
developing Fedora entirely on our own**

3. Do people **outside** of RH care **passionately** about this idea?

Example: Revisor

The Fedora Unity community wanted different versions of Fedora...
versions we didn't offer.

So they started their own project.

We helped them with tools and a little bit of hosting space.
They did the rest.

Their work could be the future technical foundation
of the appliance business that we've started with Amazon.

**All we did was give them
permission and encouragement.**

4. Are there clear ways to invest in **community capacity?**

Example: Fedora Infrastructure

Everyone wants Fedora on release day,
but the cost to Red Hat in bandwidth has been **enormous**.

But some people with lots of bandwidth **love** Fedora,
and will deliver it for us **for free**,
if we make it easy for them to do so.

The investment:

Mirror management software (time)
plus a NetApp for iBiblio (\$10,000).

The return:

Millions of dollars in bandwidth savings:
Fedora could cost Red Hat \$0 in bandwidth.

5. Is there a **simple plan** to get started, with **aggressive goals**?

The plan should not be perfect,
because perfect plans take too long to implement.

But the goals should be clear,
and everyone should know what they are.

Fedora Extras, in the beginning.

The aggressive goal:
to have as many packages as Debian/Ubuntu
(over 10,000 packages)
[**clear, ambitious, inspiring**]

The simple plan:
Get a public build system running
in two weeks, and see what happens.
[**three years later, tremendously successful**]

II. Once we invest, how do we manage?

The Key Questions for community management

1. Is the project **progressing** towards its goals?
2. Do contributors feel like their work is **meaningful**?
3. Is community participation **growing** over time?
4. Is strong **leadership** developing within the community?

1. Is the project **progressing** towards its goals?

Progress does not have to be rapid,
so long as it is **steady** and **commensurate with investment**.

Low Investment, Rapid Progress = **Awesome!**

High Investment, Rapid Progress = Good

Low Investment, Slow Progress = OK

High Investment, Slow Progress = **Bad!**

(make a project show **progress** before increasing investment)

2. Do contributors feel like their work is **meaningful**?

Are they being thanked for their work?

Are their concerns being addressed?

Are they personally engaged with other contributors?

(**life is too short to volunteer your time where it isn't appreciated**)

(**THIS IS WHY FUDCON AND PERSONAL INTERACTION MATTERS!**)

3. Is community participation **growing** over time?

If the community ideas are good ideas,
and if the core leadership is strong,
and if the needs of new participants are being met,

then and only then will participation grow over time.

(**a community that does not grow will ultimately stagnate**)

4. Is strong **leadership** developing within the community?

As a community grows,
the leadership must grow with it,
in order for Red Hat's investment to scale.

Valuable community members
welcome the challenge of leadership
and the status and experience that come with it.

**The best community leaders
ultimately become the best Red Hat employees.**

(**Jesse Keating / Jack Aboutboul / Seth Vidal / Mike McGrath /
Toshio Kuratomi / Luke Macken / Paul Frields**)

III. How have we performed thus far?

Analysis: Project Name

| | | |
|--------------------------------|------------------|---------------------------|
| 1. Potentially transformative? | Yes / Maybe / No | Brief summary of analysis |
| 2. Low cost / high value? | Yes / Maybe / No | Brief summary of analysis |
| 3. Passionate outsiders? | Yes / Maybe / No | Brief summary of analysis |
| 4. Clear investment play? | Yes / Maybe / No | Brief summary of analysis |
| 5. Simple, aggressive plan? | Yes / Maybe / No | Brief summary of analysis |
| 6. Clear progress? | Yes / Maybe / No | Brief summary of analysis |
| 7. Valued contributors? | Yes / Maybe / No | Brief summary of analysis |
| 8. Growing over time? | Yes / Maybe / No | Brief summary of analysis |
| 9. Community leadership? | Yes / Maybe / No | Brief summary of analysis |

Analysis: Fedora Packaging

| | | |
|--------------------------------|-----|--|
| 1. Potentially transformative? | Yes | Processes defined for building Fedora have been incorporated into RHEL |
| 2. Low cost / high value? | Yes | Labor value of community packagers: \$5MM+/yr. Infrastructure cost: < \$50k to date |
| 3. Passionate outsiders? | Yes | Community has been building Fedora-compatible packages since before we started our project |
| 4. Clear investment play? | Yes | Community build system was an obvious investment |
| 5. Simple, aggressive plan? | Yes | Plan: to have as many packages for Fedora as for Debian/Ubuntu. |
| 6. Clear progress? | Yes | In 3 years since inception, more than halfway to goal (Debian had 8 year headstart) |
| 7. Valued contributors? | Yes | Very committed longtime contributors, great advocates on Red Hat's behalf |
| 8. Growing over time? | Yes | More community packagers in Fedora than RH packagers, and still growing |
| 9. Community leadership? | Yes | 3 committee chairs over history: 1 from RH (Greg), 2 from community |

[Success! Continue to invest wisely – from RH engineering.]

Analysis: Fedora Ambassadors

| | | |
|--------------------------------|-------|---|
| 1. Potentially transformative? | Maybe | Success in building brand awareness in individual markets could build those markets over time |
| 2. Low cost / high value? | Yes | Ambassadors in 68 countries; Investment has been negligible (< \$1k/q.) |
| 3. Passionate outsiders? | Yes | Ambassadors have organized entire shows for Fedora in multiple geos |
| 4. Clear investment play? | Maybe | Swag enablement and show kits will help, but no clear huge return; ask ambassadors! |
| 5. Simple, aggressive plan? | Yes | Plan: to have Fedora ambassadors at every major community event in the world |
| 6. Clear progress? | Yes | Ambassadors in 68 countries and organized shows on 3 continents in two years |
| 7. Valued contributors? | Yes | Very committed ambassadors in Brazil, Europe, and India particularly |
| 8. Growing over time? | Maybe | Growth of ambassadors appears to be steady, but only where ambassadors are already strong |
| 9. Community leadership? | Yes | Strong in some geos, poor in others; a targeted recruiting effort could help |

[**Modest Success.** Find opportunities for radical improvement.]

Analysis: FUDCon

| | | |
|--------------------------------|-----|--|
| 1. Potentially transformative? | Yes | Crucial to building productive community is celebrating those who add value |
| 2. Low cost / high value? | Yes | Costs ~ \$10k per event, 6 events to date; sustains all other community activities |
| 3. Passionate outsiders? | Yes | Fedora contributors get very excited about FUDCon, where they form strong personal bonds |
| 4. Clear investment play? | Yes | Making FUDCons happen globally will strengthen Fedora communities locally |
| 5. Simple, aggressive plan? | Yes | Plan: to have two FUDCons a year for Fedora release planning, plus add'l per-geo FUDCons |
| 6. Clear progress? | Yes | FUDCons now incorporate hackfests, adding engineering value (revisor, yum, codeina) |
| 7. Valued contributors? | Yes | The whole point of FUDCon is to demonstrate to the community that we care about them |
| 8. Growing over time? | Yes | Last FUDCon (Raleigh January 2008) was the biggest, most productive FUDCon ever |
| 9. Community leadership? | No | By its nature, is an event that Red Hat owns; it is our gift to the community, and we must lead it |

[**Success! Formalize and increase investment.**]

Analysis: Fedora TV

| | | |
|--------------------------------|--------------|--|
| 1. Potentially transformative? | Yes | Video is recognized as a growth area for communicating the value of our brand |
| 2. Low cost / high value? | Maybe | Costs \$15k initially; if goals are reached, we will take a leadership role in open source video |
| 3. Passionate outsiders? | Yes | Fedora contributors are already making videos, but lack an open source home to host/share videos |
| 4. Clear investment play? | Yes | Deal with Lulu.tv is useful and cheap; investment also buys open sourcing of Lulu code |
| 5. Simple, aggressive plan? | Yes | Plan: to build an open end-to-end video production ecosystem with the Fedora brand attached |
| 6. Clear progress? | Yes | Beta launch was at FUDCon Raleigh 2008. |
| 7. Valued contributors? | Maybe | Too soon to tell |
| 8. Growing over time? | Maybe | Too soon to tell |
| 9. Community leadership? | Maybe | Too soon to tell |

[Nominal investment, high hopes – monitor progress closely]

Analysis: Fedora Translations

| | | |
|--------------------------------|-------|---|
| 1. Potentially transformative? | Yes | Translation of Fedora into many languages eases the burden of translating RHEL |
| 2. Low cost / high value? | Yes | Engineering costs: 2-3 heads at various times Benefits: dozens of community translators |
| 3. Passionate outsiders? | Yes | Translation communities are one of the most natural beachheads to expand into new markets |
| 4. Clear investment play? | Yes | Our investments here are outdated; community has built a strong roadmap, needs investment |
| 5. Simple, aggressive plan? | Yes | Community has a plan for web-based tools to reduce barrier-to-entry to nearly zero! |
| 6. Clear progress? | Maybe | Once clearly in the lead, Fedora translations have been surpassed; we must regain the lead here |
| 7. Valued contributors? | Yes | But we can always use more, and simplifying participation will make this much easier |
| 8. Growing over time? | No | The translators we've had for the past few years have remained largely static |
| 9. Community leadership? | Yes | Dimitris Glezos is the king here, and is actually leading other communities behind Fedora! |

[**Hire Dimitris Glezos to spend 100% of his time on this project!**]

Analysis: Red Hat High

| | | |
|--------------------------------|-------|---|
| 1. Potentially transformative? | Yes | An oft-cited reason for lack of open source adoption in schools: no educational materials |
| 2. Low cost / high value? | No | Cost for two years: \$80k for 100 kids ; a more sustainable model must be found |
| 3. Passionate outsiders? | Maybe | The passion is there – but among the right people? No pro educators involved yet |
| 4. Clear investment play? | Maybe | Investment in people who know the world of K12 education is essential for any success (compare to Sun and curriki.org) |
| 5. Simple, aggressive plan? | No | RHH is still looking for direction; the previous plan, a camp for 50 kids, does not scale at all |
| 6. Clear progress? | Maybe | Curricula have been developed, but still unclear how useful they are to actual teachers |
| 7. Valued contributors? | Yes | We do have a few very committed / excited contributors |
| 8. Growing over time? | No | A small core of people has sustained this effort for two years |
| 9. Community leadership? | Maybe | One strong, capable community leader (Groo) but no real educational experience |

[**Hard Decisions Ahead.** Is this really what we're good at?]

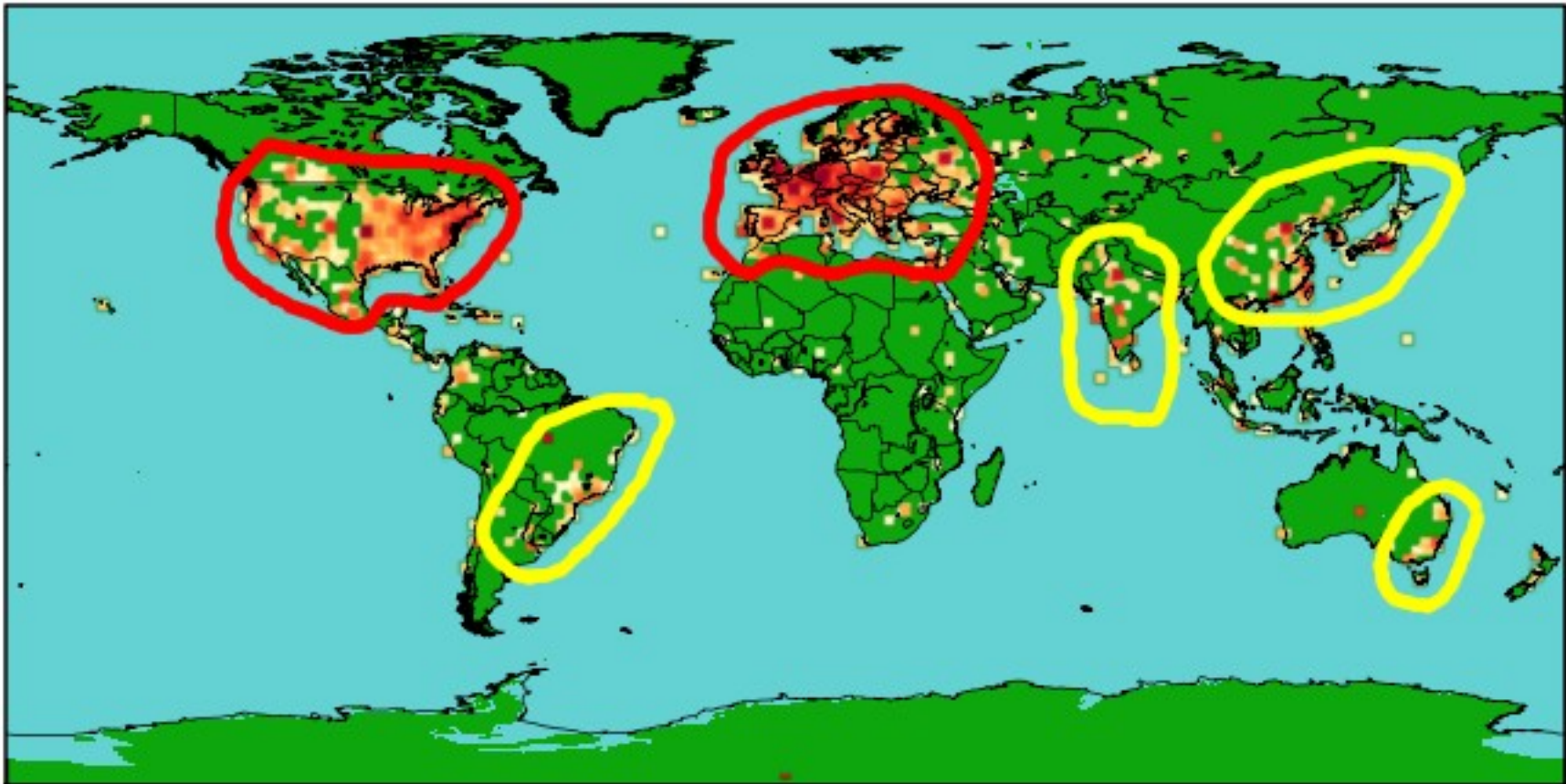
More analysis required:

Other Fedora sub-projects
JBoss.org

IV. Fedora's current status.

Users of Fedora Rawhide*

April 4 – April 10



* Rawhide = development version of Fedora
used by our *most active contributors*.

Strategy dictates that **investment should be commensurate with success.**

Our challenge:

Maintain our consistent, strong investment in NA.

Establish and fund strong leadership in EMEA.

Nurture growth in SA, India, and APAC.

[More on this later....]

A brief detour to the **Transformation Team's** work on **Red Hat's Value Chain**, noting where **Fedora** fits in.

Red Hat's Value Chain – circa 2007

- Where is Red Hat's competitive advantage & differentiation?
- What is the general scope of Transformation?

| Community & Branding | Open Source Development | Refine Offering | Position | Plan | Enable | Engage | Fulfill | Deliver |
|---|--|---|---|--|--|---|--|---|
| Working to promote the Red Hat brand and the value proposition to the Community | Working within open source communities to develop open source content (software) | Identifying and refining or developing solution offerings (subscriptions or services) which Red Hat intends to take to market | Determining the end customer who will value the solution offering and developing the appropriate value exchange model | Determining and designing the route to market strategy that will enable Red Hat to reach the desired end customers | Determining and building the tools and capabilities necessary to engage appropriate routes to market | Utilizing appropriate routes to market to offer customers the value proposition and close sales | Distributing and delivering solution offering and associated revenue | Providing customers with appropriate ongoing support, content, services and/or training |

**Primary
Competitive
Advantage**

**General
Transformation
Scope**

FEDORA

Can Red Hat develop competitive advantage elsewhere? That's a strategic choice.



Now back to our
regularly scheduled
slide deck.

Virtualization, NetworkManager
RHEL 5, developed in **Fedora 5 and 6**.

Yum
RHEL 5, developed in **Fedora** to
replace up2date.

SELinux
RHEL 4, developed in **Fedora 2 and 3**.

Tickless Kernel
RHEL 6, developed in **Fedora 7 and 8**.

—

Fedora is where Red Hat generates
potential value.

RHEL is where Red Hat distills that
potential into revenue.

Jesse Keating

Founder of Fedora Legacy project, 2003.

Hired 2005.

Mike McGrath

Lead architect, Fedora Infrastructure, 2005.

Hired 2007.

Seth Vidal

Founder of the yum project, 2002.

Hired 2007.

Paul Frields

Co-lead, Fedora Documentation Project, 2004.

Fedora Board member, 2006.

Hired 2008.

Fedora's competitive advantage over Ubuntu, Google, Sun, Microsoft, is its **people**.

Red Hat's R&D advantage is that we don't pay most of those people.

Community investment builds **mindshare**, **enabling people** to develop new **features** that appear in **Fedora, first**.

Red Hat's future stars are in college right now.
Will they end up in the Fedora community?
Or will they disappear to Google and never be heard from again?

Fedora must be the best in the world at community building.

WHAT'S GOOD?

Over 6 million installs of Fedora 6-8 combined.

Over 500 package maintainers.
Almost 65% of Fedora is maintained
by **community volunteers**.

About **2,000 translators**.
50 of them are **employed by RH**.

FEARS / DESIRES

1. Fedora numbers are trending slightly down.
2. Keep the talent pipeline full. (New contributor recruitment.)
3. Too North American and English-speaking centric.
4. Barrier to entry is still too high.
(Initial crusade for Paul Frields, new Fedora Project Leader)
5. Derive more business value from Fedora.
(But not in ways that are anti-community or anti-freedom.)
6. An innovation home run that is born in the Fedora community.
7. “Edge” investments need community exposure to grow and prosper.

V. Recommended actions for FY09.

WHAT PLANS ARE WE MAKING?

- a. Expand University Community
- b. Fedora Globalization
- c. Community and Enterprise Relationship Building
- d. Community Marketing
- e. Community Development Grants

Expand University Community

Expand Red Hat's footprint in Universities.

Find the next generation of Fedora stars and begin their training process. Hire interns.

Seneca College is ready to begin teaching CS classes focused on the Fedora Model.

A pilot curriculum is being developed for NCSU already.

A few other schools also have interest. Visit them, and recruit both students and professors to our cause.

Helps to solve:

1. Fedora's numbers are trending slightly down.
2. Keep the talent pipeline full.

Fedora Globalization

Strengthen global community.

Take FUDCon global, with large FUDCons in NA, Europe, and Asia.

Hold mini-FUDCons in Europe, Asia, LATAM.

Capitalize on all the work we have done in the past 2 years to make Fedora more open.

More travel, more boots on the ground, more face time with our community.

Helps to solve:

2. Keep the talent pipeline full.
3. Too North American and English-speaking centric.

Community and Enterprise relationship building

Bring enterprise customers into Fedora.

Generate, investigate, and report success stories where RHEL customers are finding additional value due to their relationship with the Fedora community.

Develop func and cobbler with enterprise customers as contributors, not just as end users.

Look for enterprises that want to begin their Open Source apprenticeships.

Continue development of EPEL (Extra Packages for Enterprise Linux).

Helps to solve:

2. Keep the talent pipeline full.
5. Derive more business value from Fedora.
6. An innovation home run that is born in the Fedora community.

Community marketing

Traditional “Corporate Marketing” activities done in the Fedora community.

Create a messaging index, and localize it for every language in Fedora Translations.

Train Fedora Ambassadors as certified Fedora spokespeople.

Continue to improve collaboration with RH Corporate Marketing.

Helps to solve:

1. Fedora's numbers are trending slightly down.

Community development grants

Projects that Engineering *should not* pursue, but that we *should*.

Web-based custom spin generation tool.

Preserve investment in Mugshot and OLPC.

Investigate Amazon EC2 and Fedora.

Windows program to create Fedora USB keys.

Continue work on K12 Linux.

Helps to solve:

6. An innovation home run that is born in the Fedora community.
7. “Edge” investments need community exposure to grow and prosper.

VI. Organizational model.

Jim Whitehurst

Corporate Marketing

Engineering

Community Architecture
(and Fedora Marketing)

Fedora Project Board

Paul Fields,
Fedora Engineering,
RHEL Engineering
(Westford)

Greg DeKoenigsberg
Max Spevack
Jack Aboutboul
Harish Pillay*

*20% of his time.

Greg

Raleigh

Max

Netherlands

Jack

New York

Harish

Singapore

North America

LATAM

Community/Enterprise

Education

EMEA

Community grants

Global community

Community/Enterprise

North America

Universities

Lead Generation

APAC

VII. Financial details.

Check, please.

**Total Community Architecture spend
for FY09:**

\$300k

Accountability

<http://fedoraproject.org/wiki/CommunityArchitecture>

This page includes specific metrics, owners, etc. for each goal discussed in this presentation.

This is a “living page” that will be consistently updated.

the end
(for now)